

Partnerships Feedback Report 2019



WaterAid/Denis Lupenga



WaterAid

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Image on the front cover: Drawing water from a borehole in Chilangiza, Malawi

Image on back cover: Nurse in front of newly constructed pour flash toilets, Tanzania

Introduction



WaterAid works in partnership with other organisations to strengthen institutions and systems, and deliver sustainable WASH services. We recognise the importance of working with the right partners, and supporting them in their role to effectively contribute to the WASH sector.

From July to August 2019, WaterAid partners were invited to take part in a voluntary and anonymous feedback survey on partnering with WaterAid.

At WaterAid, we choose to carry out a regular survey for the following reasons:

- to demonstrate accountability to our partners
- to get feedback on how we work with partners in our role as a “change agent”
- to ensure we are taking partners’ perspectives into account as we develop business processes

An independent service provider, **Keystone Accountability**, carried out the survey online. Keystone has a track record of conducting partnership surveys which allows WaterAid to benchmark the results against other INGOs in the sector. Keystone has supported WaterAid feedback surveys in 2014 and 2016.

The questions have been tried and tested, and the survey was designed to understand how partners view their partnership with WaterAid. The survey used a technique of feedback data analysis known as Net Performance Analysis to distinguish between three partner profiles:

- the **positives** are champions of a partnership with WaterAid, are likely to consistently recommend WaterAid to others and have scored WaterAid highly in this survey
- the **passives** are those who gave average ratings. Although they do not have major concerns, they are not particularly enthusiastic about partnering with WaterAid as it stands
- those who provided low ratings are categorised as **detractors**. They have fairly negative perceptions of the partnership with WaterAid



The figures in this report show distributions as percentages and as actual numbers. For the substantive questions, the Net Promoter Score (NPS) is used. You can find the results in full in the appendix.

We received **109 responses** to the survey, which is approximately 45% of all of our partners across East, West and Southern Africa, South Asia, and Latin America. 54% of responses were from other NGO partners, whilst 13% of respondents identified as a government agency. The survey results provide useful insights on our current partnerships for the mid-term review of our strategy.

Overview of Findings



Overall response

A tremendous 68% of partners would strongly recommend partnering with WaterAid to a friend or colleague. In addition to this, 57% (NPS: 39) of partners felt confident that WaterAid would use the findings from this survey to improve its work, which is a significant increase since 2014 (NPS: 3). These two questions were critical in understanding how WaterAid's partners feel about their partnership.

WaterAid's strengths in working in partnerships

Partners believe that WaterAid staff are helpful, learn from their mistakes and respond positively to partners' concerns. The majority also felt that their joint work with WaterAid promoted sustainability through system strengthening, integration into other areas of work, equality and inclusion, and hygiene.

Areas for WaterAid to improve

Partners did not feel that WaterAid provided them with enough funding for monitoring and reporting of their joint work. There is also a demand for WaterAid to be more flexible and willing to adapt partnership terms in order to meet the needs of partners. There was a mixed response regarding whether all partners are treated in the same way, and whether WaterAid provided them with enough support for them to achieve their goals.

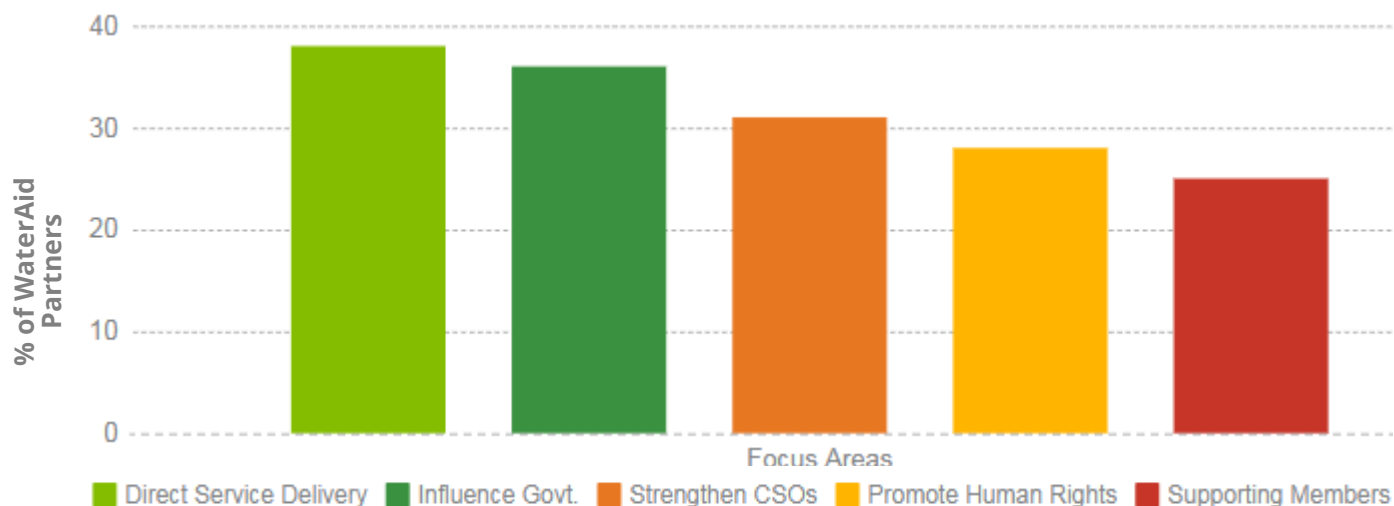
WaterAid's weaknesses in working in partnerships

Partners did not feel that WaterAid promoted them in the media, despite this being one of the key reasons behind their decision to partner with WaterAid. A large proportion of partners felt disengaged or were unfamiliar with WaterAid's complaints procedures, safeguarding policy and security policy.

Detailed Analysis



Focus areas for WaterAid partners



The five greatest areas of priority and expertise of WaterAid partners (as shown above) are for **direct service delivery** to communities (38% of partners), **influencing** how governments and organisations work (36% of partners), strengthening **Civil Society Organisations** (31% of partners), helping people to claim their **human rights** (28% of partners) and supporting collective action of **members** (25% of partners). In contrast, very few of WaterAid's partners focus on funding individuals (3% of partners) or conducting research (9% of partners).

Reasons for partnering with WaterAid



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The five main reasons why organisations have chosen to partner with WaterAid are for **joint learning** and understanding (NPS: 24), **raising profiles** at international and national levels (NPS: 16), **funding** (NPS: 10), **capacity building** (NPS: 9), and **developing strategies** (NPS: 8).

Although WaterAid's capacity to influence is not listed as a primary reason to work with WaterAid by the majority of WaterAid partners (NPS: -1), partners highly valued WaterAid's knowledge and influence in the sector (NPS: 40) when compared to working with other organisations.

Overall, there was a mixed response to the level of support partners feel they get from WaterAid in achieving their goals (NPS: 0). Despite funding and capacity building being a key reason for partnering with WaterAid, the majority of partners did not feel that WaterAid provides enough funding or funding options (NPS: -18), or non-financial support (NPS: -24) compared to other organisations.

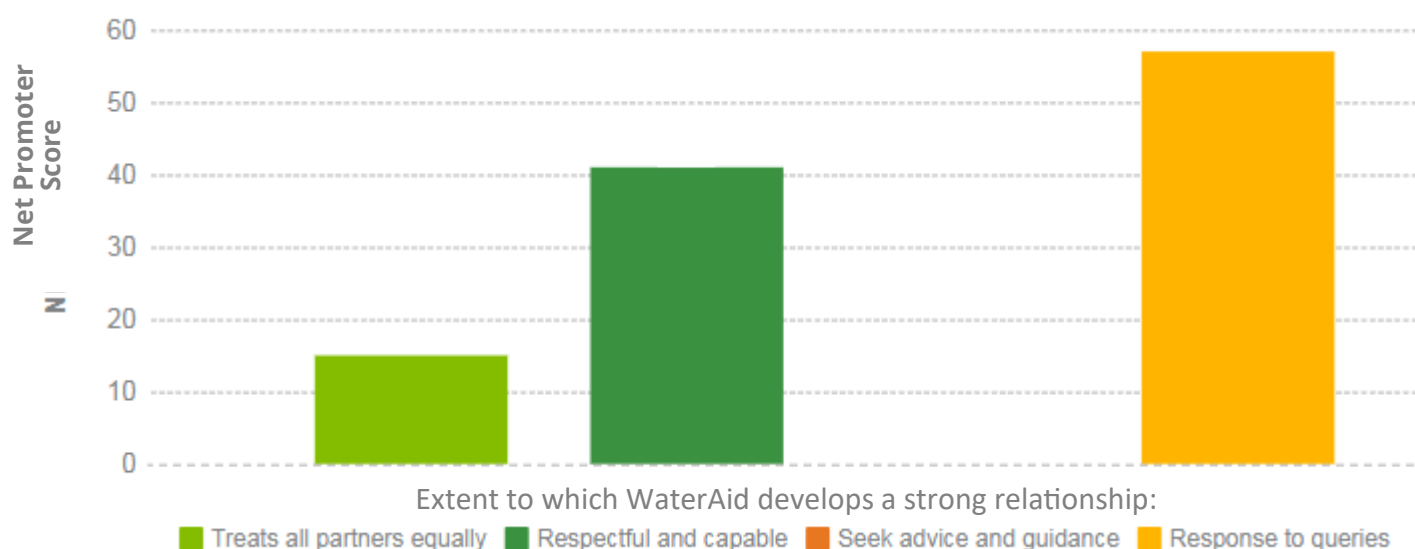
Partners did not feel that WaterAid helped to introduce them to other organisations, people and networks (NPS: -24), or helped to raise their profiles by promoting them in the media or elsewhere (NPS: -16). However, this has improved significantly from the 2014 survey score (NPS: -41).

Monitoring and reporting

Overall, WaterAid has been **scored highly** by partners in the area of monitoring and reporting, in most cases improving on scores given in the 2014 survey as well as scoring above the sector benchmark. In particular, **regular in-person, and telephone and e-mail contact** to support monitoring activities has been received positively (NPS: 47 and 59), and has scored higher than the 2014 survey (NPS: 32 and 30). Where WaterAid **monitors partners' work independently** from partners, there has been a significant change in how useful partners now find this (NPS: 7) compared to in 2014 (NPS: -22).

Partners did not feel that WaterAid provides enough funds or support for them to monitor their work (NPS: -13), also scoring far lower than the sector benchmark (NPS: 12). It should be noted that this low score is most likely due to the funding aspect of the question asked as opposed to the support WaterAid provides in monitoring and reporting (based on other scores and feedback in this category).

Relationship with WaterAid



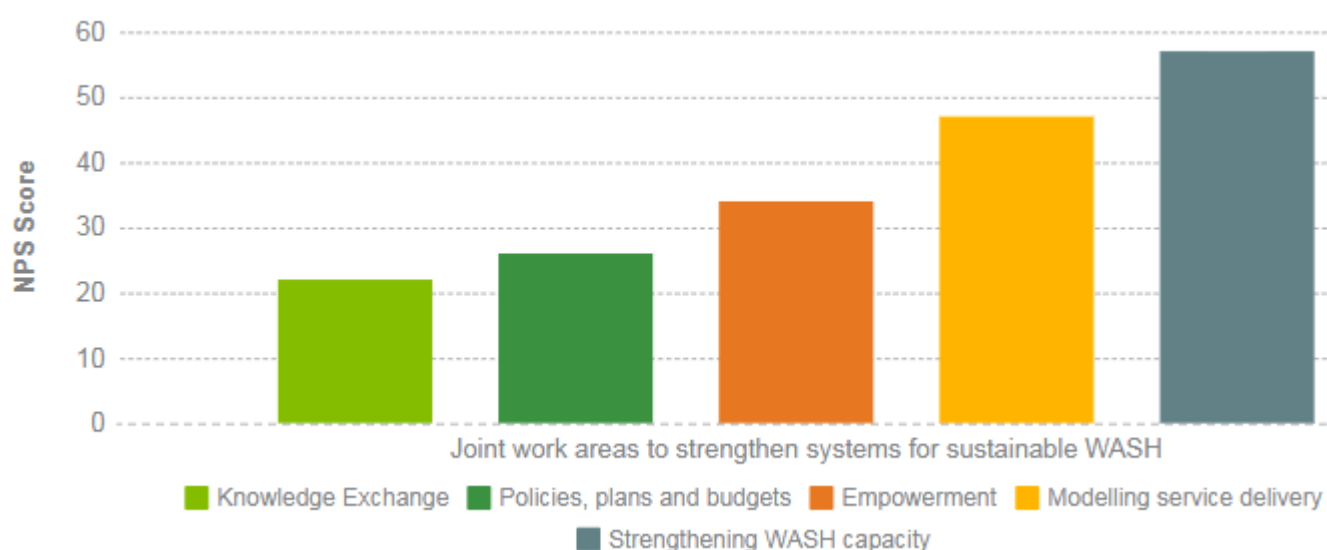
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Overall, partners scored their relationship with WaterAid highly and above the sector benchmark. Despite a mixed response in regards to WaterAid seeking advice and guidance from partners (NPS: 0), WaterAid scored above sector benchmark (NPS: -5) in this area too.

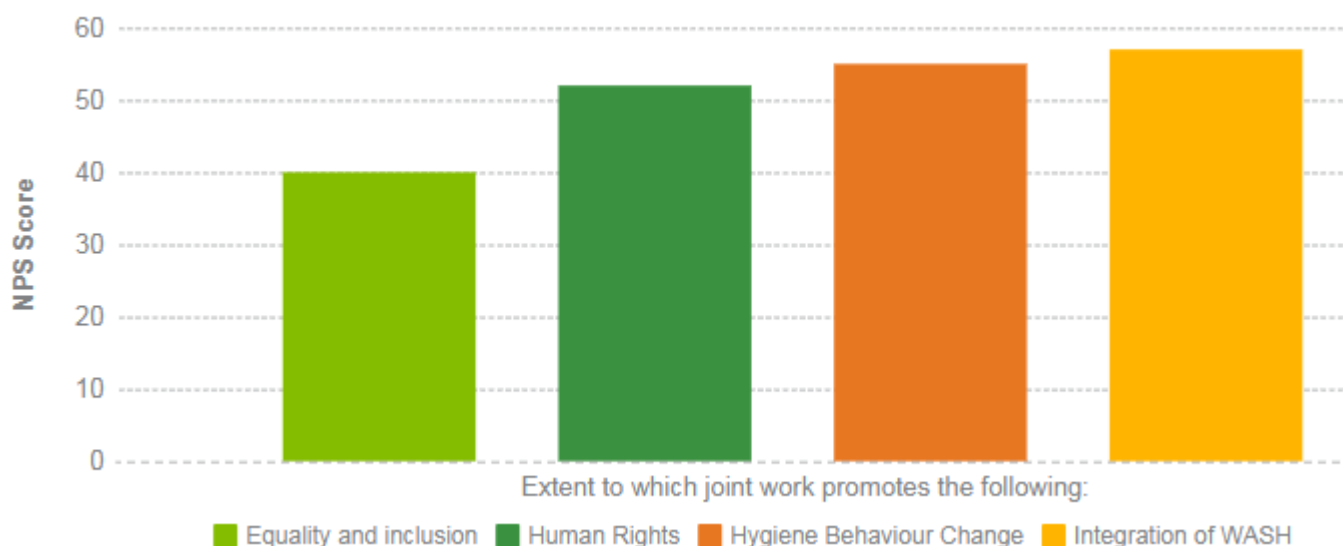
WaterAid's Global Strategic Aims

We asked partners questions relating to our global strategic aims as part of a mid-term review of our global strategy, and to assess how well we are bringing partners along on our journey.

When asked 'to what extent does your work with WaterAid strengthen systems for sustainable WASH', partners provided a high score in all five categories (below). In particular, 62% of partners (NPS: 57) strongly felt that their joint work with WaterAid helps to strengthen the capacity of people working in WASH, and 55% (NPS: 47) strongly felt that their joint work with WaterAid models good practice in service delivery.



WaterAid partners felt strongly that their joint work with WaterAid promoted equality and inclusion (NPS: 40), water and sanitation as human rights (NPS: 52), hygiene behaviour change (NPS: 55) and the integration of WASH into other sectors (NPS: 57).



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Policies and standards

WaterAid has recently rolled out key policies and standards relating to its programmes. We asked partners how engaged and aware they were with our ways of working.

Partners felt engaged with WaterAid's Quality Programme Standards (NPS: 18). However, they felt less engaged with WaterAid's safety and security procedures (NPS: -11) and safeguarding policy (NPS: -7). Partners were also not confident with or less aware of WaterAid's complaints procedure should they require it (NPS: -15), although this is above the sector benchmark (NPS: -16) and a significant improvement since 2014's survey result (NPS: -32).

Conclusion

Overall, feedback from partners has been positive. However, there is still room for improvement and for WaterAid to ensure that all partners are satisfied with the support they are provided with, feel valued and respected, and would confidently recommend working with WaterAid to others.

Partners feel that their joint work with WaterAid promotes sustainability through system strengthening, equality and inclusion, hygiene behaviour change, and integration. Partners also feel respected and valued, and believe that WaterAid staff are capable and respond to their concerns. However, there is scope for WaterAid to be more flexible with partnership terms in order to better meet the needs of partners.

WaterAid has made significant progress in supporting and delivering effective monitoring and reporting of their joint work, although it is clear that partners feel that there is not enough funding provided in this area.

Supporting partner organisations to raise their profile at national and international levels, and raising awareness of WaterAid's key policies and procedures are also areas for WaterAid to improve on.

It is encouraging to see that the majority of partners feel confident WaterAid will act on the findings from this survey. The results will be used to inform discussions on strengthening new and existing partnerships, and to ensure WaterAid continues to build collaborative and effective partnerships.

Appendix



Figure 1: Response rates

| | 2019 | 2016 | 2014 |
|--|------|------|------|
| Number of partners invited to respond | 243 | 319 | 247 |
| Number of responses | 109 | 110 | 122 |
| Response rate | 45% | 34% | 44% |

Figure 2: Respondent locations

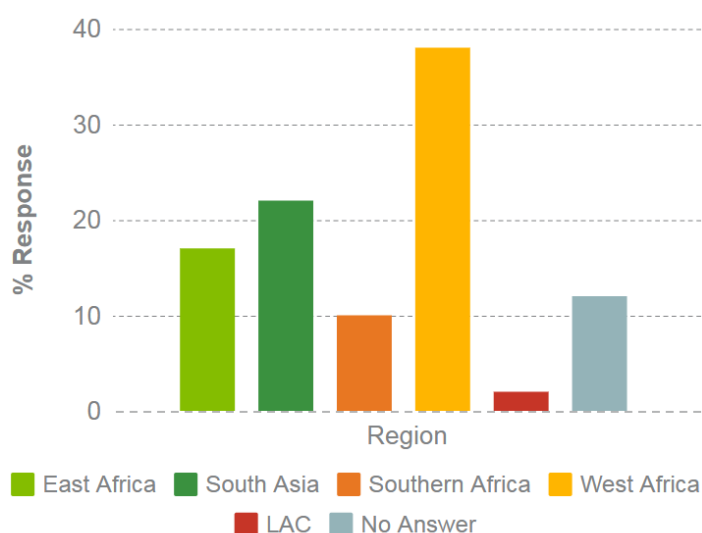


Figure 3: Partner organisation types

| Organisation type | % |
|------------------------|-----------------|
| NGO | 54% (59) |
| Government agency | 13% (14) |
| Faith based | 4% (4) |
| Community organisation | 4% (4) |
| Research institute | 3% (3) |
| No Answer / Other | 22% (25) |

Figure 4: Respondent gender

| Respondent gender | % |
|---------------------------|-----------------|
| Majority of men/ Man | 30% (33) |
| Majority of women / Woman | 11% (12) |
| Half men and half women | 24% (26) |
| Prefer not to say | 6% (6) |
| No Answer | 29% (32) |

Appendix



Figure 5: Respondent organisational budget

| Location | % |
|-------------------------|-----------------|
| Less than \$49,999 | 17% (19) |
| \$50,000—\$199,999 | 19% (21) |
| \$200,000—\$499,999 | 9% (10) |
| \$500,000—\$999,999 | 13% (14) |
| \$1 million—\$4,999,999 | 13% (14) |
| \$5 million plus | 11% (12) |
| No Answer | 18% (19) |

Figure 6: Number of organisations supporting the respondent (financial or other)

| Number of supporting organisations | % |
|------------------------------------|-----------------|
| 1-2 | 17% (19) |
| 3-4 | 24% (26) |
| 5-6 | 18% (20) |
| 7-8 | 4% (4) |
| 9 or more | 16% (17) |
| None | 6% (7) |
| No Answer | 15% (16) |

Appendix



Figure 7: Respondent priorities and expertise

| How much does your organisation work in the following ways? | A little | More | A lot | No Answer |
|---|----------|------|-------|-----------|
| We fund individuals | 50% | 6% | 3% | 41% |
| We support and strengthen civil society organisations | 17% | 28% | 31% | 24% |
| We help people claim their human rights | 14% | 32% | 28% | 27% |
| We influence how government and other powerful organisations work | 17% | 28% | 36% | 19% |
| We conduct and publish research | 49% | 12% | 9% | 30% |
| We provide services directly to poor people and communities | 17% | 28% | 38% | 17% |
| We support economic and productive enterprises that benefit poor people | 25% | 28% | 21% | 27% |
| We offer humanitarian assistance | 28% | 25% | 16% | 31% |
| We support disaster risk reduction | 19% | 31% | 17% | 32% |
| We support collective action by our members | 6% | 38% | 25% | 31% |
| We help build peace and reconciliation | 23% | 28% | 19% | 30% |

Appendix



Figure 8: Partnership Aims

| What are the main reasons you choose to work with WaterAid? | Detractors (0-6) | Passives (7-8) | Promoters (9-10) | NPS 2019 (bench mark) |
|---|------------------|----------------|------------------|-----------------------|
| Improve our strategies | 30% | 32% | 38% | 8 (10) |
| Joint learning and understanding | 21% | 34% | 45% | 24 (16) |
| Strengthen our presence at national and international levels | 28% | 27% | 44% | 16 (-6) |
| Link with other organisations | 33% | 28% | 39% | 6 (-19) |
| Influence | 36% | 28% | 35% | -1 (-22) |
| Strengthen our skills and organisational capacity | 32% | 27% | 41% | 9 (4) |
| To fund our work | 33% | 23% | 43% | 10 (18) |
| Do you get the support from WaterAid you need to better achieve your goals? | 37% | 27% | 37% | 0 (15) |

The above table shows the NPA breakdown for reasons for partnering with WaterAid.

- The highest rated reason for partnering with WaterAid was for joint learning and understanding where 45% of respondents were promoters (NP score: 24). This was closely followed by support WaterAid could provide in strengthening partners' national and international profiles (44% promoters, NP score: 16).
- The lowest rated reason for partnering with WaterAid was for its influence, where 36% are detractors (NP score: -1).
- The level of actual support WaterAid provides to enables partners to better achieve their goals received a neutral response (37% detractors, 37% promoters, NP score: 0).

Appendix



Figure 9: Monitoring and Reporting

| How useful do you find the following activities WaterAid uses to monitor your work and achievements? | Detractors (0-6) | Passives (7-8) | Promoters (9-10) | NPS 2019 (bench mark) | NPS 2016 | NPS 2014 |
|--|------------------|----------------|------------------|-----------------------|----------|----------|
| WaterAid staff visit us in person | 18% | 17% | 65% | 47 (60) | N/A | 32 |
| We discuss progress with WaterAid by telephone or email. | 11% | 19% | 70% | 59 (26) | N/A | 30 |
| We submit regular narrative and financial reports to WaterAid | 13% | 10% | 77% | 64 (62) | N/A | 77 |
| WaterAid requires verified or audited financial reports. | 16% | 16% | 68% | 52 (55) | N/A | 54 |
| We monitor our joint endeavour together. | 20% | 20% | 60% | 40 (19) | N/A | 21 |
| WaterAid monitors our work independently from us. | 36% | 21% | 43% | 7 (-12) | N/A | -26 |
| WaterAid encourages us to review our work with external stakeholders | 26% | 16% | 58% | 32 (13) | N/A | 20 |
| WaterAid encourages us to make changes to our activities and budgets based on lessons learned. | 29% | 20% | 51% | 22 (14) | N/A | 27 |
| WaterAid asks for systematic feedback from our main beneficiary groups. | 29% | 25% | 46% | 17 (10) | N/A | 7 |

Appendix



Figure 10: Monitoring and Reporting

| Please rate the below statements with how much you agree or disagree | Detractors (0-6) | Passives (7-8) | Promoters (9-10) | NPS 2019 (bench mark) | NPS 2016 | NPS 2014 |
|--|------------------|----------------|------------------|-----------------------|------------------|----------|
| We work with WaterAid to identify useful and relevant ways of monitoring our impact. | 26% | 19% | 55% | 29 (5) | N/A | N/A |
| WaterAid provides enough funds and support for us to monitor and report on our work. | 43% | 26% | 30% | -13 (12) | N/A | N/A |
| Does WaterAid provide you with reporting formats to follow? | Yes | | No | | No Answer | |
| | 43% | | 8% | | 49% | |

Appendix



Figure 11: Value of Non-Financial Support

| Please rate the below non-financial support you have received from WaterAid | Detractors (0-6) | Passives (7-8) | Promoters (9-10) | NPS 2019 (bench mark) | NPS 2016 | NPS 2014 |
|---|------------------|----------------|------------------|-----------------------|----------|----------|
| Achieve shared programme goals | 38% | 26% | 36% | -2 (15) | N/A | 16 |
| Strengthening our management and leadership skills | 44% | 28% | 27% | -17 (-8) | N/A | N/A |
| Introductions to other organisations or people or networks | 47% | 31% | 23% | -24 (-17) | N/A | -19 |

Figure 12: Partnership Agreement

| To what extent do you agree with the following statements? | Detractors (0-6) | Passives (7-8) | Promoters (9-10) | NPS 2019 (bench mark) | NPS 2016 | NPS 2014 |
|---|------------------|----------------|------------------|-----------------------|----------|----------|
| WaterAid is flexible and willing to adapt the terms of its support to meet our needs | 39% | 24% | 38% | -1 (7) | N/A | N/A |
| The process of finalising the agreement helped strengthen our organisation | 36% | 26% | 38% | 2 (16) | N/A | -4 |
| How would you rate the amount of contact you have had with WaterAid during your current or most recent agreement? | 31% | 24% | 44% | 13 (-32) | N/A | 2 |

Appendix



Figure 13: Respect and Understanding

| How much do you agree or disagree with the following statements about how WaterAid works? | Detractors (0-6) | Passives (7-8) | Promoters (9-10) | NPS 2019 (benchmark) | NPS 2016 | NPS 2014 |
|---|------------------|----------------|------------------|----------------------|----------|----------|
| Support (including funding) arrives when WaterAid says it will. | 23% | 26% | 51% | 28 (30) | N/A | 4 |
| WaterAid understands our working environment and cultural context. | 21% | 24% | 55% | 34 (23) | N/A | 18 |
| WaterAid promotes our organisation in the media and elsewhere. | 44% | 29% | 28% | -16 (-22) | N/A | -41 |
| WaterAid has explained when it expects to stop working with us. | 51% | 12% | 37% | -14 (4) | -36 | -31 |
| We understand WaterAid's plans and strategies. | 20% | 27% | 54% | 34 (4) | 37 | 24 |
| WaterAid has a complaints procedure we could use if we had to. | -47% | 21% | 32% | -15 (-16) | N/A | -32 |
| WaterAid respects our vision and values. | 19% | 18% | 63% | 44 (35) | 23 | N/A |

Appendix



Figure 14: Comparison to other NGOs

| How does your experience with WaterAid compare to your experience with other NGOs / funders? | Detractors (0-6) | Passives (7-8) | Promoters (9-10) | NPS 2019 (bench mark) | NPS 2016 | NPS 2014 |
|--|------------------|----------------|------------------|-----------------------|----------|----------|
| Quantity and type of funding from WaterAid | 45% | 27% | 27% | -18 (-9) | N/A | 8 |
| Non-financial support from WaterAid | 49% | 25% | 25% | -24 (-2) | N/A | -19 |
| Respect WaterAid shows to us | 21% | 26% | 54% | 33 (27) | N/A | 27 |
| Monitoring and reporting | 29% | 28% | 43% | 14 (14) | N/A | 8 |
| Knowledge and influence in the sector | 14% | 27% | 59% | 45 (20) | N/A | 32 |

Appendix

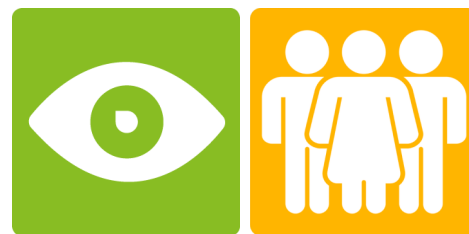


Figure 15: Relationship

| To what extent do you agree with the following statements? | Detractors (0-6) | Passives (7-8) | Promoters (9-10) | NPS 2019 (bench mark) | NPS 2016 | NPS 2014 |
|--|------------------|----------------|------------------|-----------------------|----------|----------|
| WaterAid listens and responds appropriately to our questions and concerns. | 25% | 15% | 59% | 35 (31) | N/A | N/A |
| Do staff from WaterAid ask you for your advice and guidance? | 41% | 19% | 41% | 0 (-5) | N/A | N/A |
| WaterAid's staff are respectful, helpful and capable. | 19% | 21% | 60% | 41 (47) | N/A | N/A |
| WaterAid treats all partners the same way. | 35% | 13% | 51% | 15 (15) | N/A | N/A |
| WaterAid is a leader in the sector(s) we work in. | 21% | 16% | 63% | 42 (-3) | 35 | 38 |
| WaterAid has made a major contribution to the sector(s) we work in. | 10% | 25% | 65% | 55 (25) | N/A | 41 |
| WaterAid learns from its mistakes and makes improvements to how it works | 20% | 28% | 53% | 33 (7) | N/A | 13 |

Appendix



Figure 16: Systems strengthening

| To what extent does your joint work with WaterAid help to strengthen the systems and processes required to make WASH services sustainable by: | Detractors (0-6) | Passives (7-8) | Promoters (9-10) | NPS 2019 |
|---|------------------|----------------|------------------|-----------|
| helping to strengthen capacity of people working on water, sanitation and hygiene | 5% | 33% | 62% | 57 |
| modelling good practice in service delivery | 8% | 38% | 55% | 47 |
| supporting the development of policy, plans and budgets | 21% | 32% | 47% | 26 |
| empowering people to understand and claim their rights to water and sanitation services | 15% | 36% | 49% | 34 |
| coordinating, convening and facilitating knowledge exchange | 21% | 36% | 43% | 22 |

Figure 17: Priority Areas

| To what extent does WaterAid promote the following in your joint work together? | Detractors (0-6) | Passives (7-8) | Promoters (9-10) | NPS 2019 |
|---|------------------|----------------|------------------|-----------|
| gender equality and inclusion of people with disabilities | 15% | 29% | 55% | 40 |
| Water and sanitation as human rights | 12% | 25% | 64% | 52 |
| integration of WASH in other sectors (like health and education) | 9% | 25% | 66% | 57 |
| hygiene behaviour change | 7% | 32% | 62% | 55 |

Appendix



Figure 18: Policies and standards

| In the last year, to what extent has WaterAid engaged with you on the following policies and standards: | Detractors (0-6) | Passives (7-8) | Promoters (9-10) | NPS 2019 |
|---|---------------------|-------------------|---------------------|-------------|
| safeguarding policy (protection and care of staff and vulnerable community members) | 36% | 36% | 29% | -7 |
| security or safety management | 42% | 27% | 31% | -11 |
| Quality programme standards | 27% | 28% | 45% | 18 |

Figure 19: Recommendation and feedback

| Final thoughts on recommendation and feedback | Detractors (0-6) | Passives (7-8) | Promoters (9-10) | NPS 2019 (bench mark) | NPS 2016 | NPS 2014 |
|---|---------------------|-------------------|---------------------|--------------------------------|-------------|-------------|
| How likely are you to recommend WaterAid to a friend or colleague? | 11% | 21% | 68% | 57 (39) | 42 | N/A |
| Do you expect that WaterAid will use the feedback from this survey to improve its work? | 18% | 25% | 57% | 39 (10) | 3 | 3 |



WaterAid/James Kiyimba



Registered charity numbers:

WaterAid America (United States EIN/tax ID 30-018-1674)

WaterAid Australia (ABN 99 700 687 141)

WaterAid Canada (119288934 RR0001)

WaterAid Sweden (PG 90 01 62-9, BG 900-1629)

WaterAid UK (England and Wales 288701, Scotland SC039479)

